Intergovernmental Affairs
Business Plan 2005-06

April 26, 2005

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Message from the Minister and Deputy Minister

I am pleased to present the 2005-06 Business Plan for Intergovernmental Affairs (IGA). This Plan outlines the mission, strategic objectives, and priorities of the agency for the coming year.

First of all, however, I would like to note the successful agreements which this Province signed with other governments over the past year. Many of these were the result of long and patient negotiations with governmental partners. For instance, four years after the beginning of the Campaign for Fairness, Nova Scotia and Canada reached an agreement that permits the Province to retain 100% of the revenues from offshore petroleum development. These revenues will be applied directly to the debt, thus freeing substantial funds every year for programs such as health, education and infrastructure.

During the fall of 2004 there were also two productive First Ministers' Meetings which went a considerable way towards addressing Nova Scotia's and other Provinces' concerns regarding funding for health care and Equalization. The meeting on health care on September 14-16 will result in the transfer to Nova Scotia of $1.2-billion over the next 10 years. In 2004-05, Nova Scotia will receive $1.321-billion in Equalization entitlements. This is $118.6-million more than the Province had estimated in its 2004-05 budget and is a result of the meeting on Equalization of October 25-26. In 2005-06, the Province will receive $1.344-billion in Equalization entitlements.

In international relations, hard work by the Halifax International Airport Authority and the Department of Transportation and Public Works led to the announcement on December 16, that US Customs will establish a preclearance facility at Halifax International Airport. Intergovernmental Affairs is pleased to have provided advice to its Nova Scotian partners during these negotiations, and to have helped move the Province's case forward with former US Ambassador to Canada A. Paul Cellucci, the State of Maine and members of the Maine Congressional delegation, who had a particular interest in this file.

All the foregoing results were achieved by the lead departments in close partnership with Intergovernmental Affairs, and exemplified the successful teamwork between line departments and this Department that is crucial for coordinated and effective intergovernmental relations.

The agreements underline the significance of the role of the Department of Intergovernmental Affairs as the central coordinating agency for the Executive Council in the field of intergovernmental relations. It is responsible for coordinating the Province's relations with other governments, and for promoting understanding of our Provincial operations and opportunities in the broader national and international context. Intergovernmental Affairs has consequently a key role in promoting better knowledge of the Province's strengths and priorities further to the recently announced *Brand* initiative.

The Department works to coordinate and facilitate line departments' relations with each other and other governments on long term and strategic issues. Our primary role is to ensure that the

Province's approach in its relations with other governments is consistent, and to ensure a corporate perspective in all departmental dealings in national and international arenas.

In 2005-06, following the First Ministers' Meetings of the fall of 2004, governments in Canada will be turning to new issues, including climate change, infrastructure, immigration, education and a First Ministers' Meeting on Aboriginal Issues in the fall of 2005. Issues related to fiscal imbalance flowing from the October 2004 First Ministers' Meeting will be addressed by a House of Commons Subcommittee on Fiscal Imbalance, a Federal panel on Equalization and Territorial Formula Financing, and a proposed Council of the Federation Advisory Panel on Fiscal Imbalance. Internal Trade Ministers will also be reporting to the Council with reports pursuant to their workplan. Intergovernmental Affairs looks forward to refining the structures through which we work with line departments so as to establish our intergovernmental priorities and to advance them more effectively.

Intergovernmental Affairs will also continue to take a lead role in regional cooperation in Atlantic Canada and with New England, in trade negotiations, and in First Ministers' and Premiers' meetings. With respect to Premiers' meetings, the newly formed Council of the Federation provides opportunities for Nova Scotia to make our concerns better known to the rest of Canada, to form alliances with other Provinces and Territories and advance shared concerns to Ottawa, and to cooperate in the delivery of services to Canadians.

[Original Signed by] April 26, 2005

John F. Hamm
Minister of Intergovernmental Affairs

Date

[Original Signed By] April 26, 2005

R.C. (Bob) Fowler
Deputy Minister of Intergovernmental Affairs

Date

Mission

To provide leadership in the development of corporate strategies for Nova Scotia's relations with other governments.

Planning Context

Intergovernmental Affairs is the central coordinating agency for the Executive Council in the field of intergovernmental affairs. It is responsible for coordinating and pursuing the Province's relations with the Federal government, other Provinces and Territories, and foreign governments at the national and subnational levels.

The fact that the Government of Nova Scotia receives 35 percent of its revenue from Federal sources is reason enough to pay attention to intergovernmental relations. With recent events, the need for a coordinated Nova Scotian approach to intergovernmental relations has never been greater. The Federal Finance Minister has said that Federal surpluses, after contingency requirements have been met, will amount to $23.6 billion over the period 2005-2010. While Nova Scotia has a tough debt reduction program, the Federal-Provincial fiscal developments in the fall and winter of 2004-05, and sound Provincial financial management, will ensure Provincial surpluses that can fund Federal/Provincial partnerships in the future. The challenge will be to identify the initiatives that will enable both Federal and Provincial governments to respond most effectively to the needs of Nova Scotians.

Within the Province, trends towards an increasingly elderly population, growing labour skill shortages, the migration of rural Nova Scotians to large urban centres, coupled with pressures on resource industry stocks and the constraints associated with servicing a large debt burden are significant for our planning context. They have increased the desirability of Federal/Provincial cooperation to provide economic stimulus and of renewed fiscal arrangements to address the increased social, health and public service needs in this Province.

These needs may in part be addressed through the Federal government's national programs for activities as diverse as building infrastructure, improving border security, fostering innovation, skills development, immigration and disaster relief, which are important to Nova Scotia. Here effective intergovernmental communication is required to ensure that Nova Scotia receives its fair share of whatever program funding is available.

In 2003, the Premiers agreed to establish a new organization called the Council of the Federation, comprising all sitting Premiers, with its own secretariat, specifically to promote Provincial/Territorial policy positions and functional cooperation.

At its inaugural meeting in Vancouver on February 23-24, 2004, the Council of the Federation set out an ambitious workplan that was adopted in its entirety at the Council's summer meeting in Niagara-on-the-Lake on July 28-30. A key element was that Premiers would work with Health and Finance Ministers to address health care sustainability and reform, public health and

wellness, and strengthening Equalization and the economic union. Many of their goals were achieved at the First Ministers' Meetings in the fall of 2004, but the overall issue of fiscal imbalance, both horizontal and vertical, remains to be addressed.

Further to the workplan, Premiers are also working with the Ministers responsible to promote better relations with the US, improve literacy levels, campaign in favour of Canadian beef, and reduce internal trade barriers. They will propose new models, sensitive to Provincial-Territorial concerns, for selecting people to serve in key national institutions such as the Senate and the Supreme Court of Canada, new mechanisms for involving the Provinces and Territories in international negotiations, and new undertakings relative to the Agreement on Internal Trade. Nova Scotia and Manitoba have been asked to spearhead efforts to improve interprovincial mutual assistance during emergencies and to ensure more responsive and flexible financing arrangements in the case of emergencies. The workplan is being coordinated through intergovernmental affairs agencies across Canada, and consequently represents a significant accretion of new work for the Department.

These developments in interprovincial cooperation were foreshadowed by the establishment of the Council of Atlantic Premiers in 2000. Since then, the four Atlantic Provinces have worked together to develop common regional positions for the improvement of fiscal arrangements and successfully brought to a close the first Atlantic Action Plan for regional cooperation in areas ranging from health and post-secondary education to energy and resource development. The Atlantic Premiers' meeting in Wolfville, Nova Scotia, on June 21-22 continued this work, and Premiers directed Intergovernmental Affairs officials from the four Provinces to draft a new Atlantic Action Plan for their consideration at the next meeting.

Finally, the events of September 11, 2001 continue to heighten the importance of the Province's international relations, particularly with the US. US trade protectionism, as in the softwood lumber dispute, port security, cross-border transportation and security continue high on the intergovernmental agenda. In these circumstances, Nova Scotia's long-standing relationship with New England has become increasingly valuable. The New England Governors/Eastern Canadian Premiers' Conference is a major forum for promoting mutual understanding and cooperative action on cross-border issues. Intergovernmental Affairs is also dedicating more resources to monitoring developments at the Federal level in the US, with a view to being able to take appropriate action if initiatives in Washington have the potential to affect Nova Scotia. This will complement both the Council of the Federation's initiatives to improve Canada-US relations and the Federal Government's Enhanced Representation Initiative (ERI), which has expanded the number of diplomatic posts in the US. Nova Scotia is also monitoring the progress of the new Public Advocacy and Legislative Secretariat at the Canadian Embassy in Washington, DC to determine the appropriate level of participation. Moreover, the Department is in close contact with the Federal government on the new Security and Prosperity Partnership of North America agreed to by Presidents Bush and Fox and Prime Minister Martin, during their meeting in Waco, Texas, on March 23, 2005.

Within this overall environment, Intergovernmental Affairs must, through its direct relations with the Federal Privy Council Office and the Departments of Foreign Affairs and International

Trade and with intergovernmental agencies in other Provinces and States, promote an intergovernmental negotiating climate that reduces causes of friction between jurisdictions so that constructive negotiations may occur.

Furthermore, coordination of Nova Scotia's intergovernmental relations is essential to ensure that consistent messages are relayed by Nova Scotian departments and agencies to our negotiating partners.

The increasing number of issues requiring intergovernmental cooperation to resolve has led several line departments to create specialized Federal-Provincial or intergovernmental branches, while other departments have devoted more attention to intergovernmental relations through their policy branches. The relationship of Intergovernmental Affairs to these branches resembles the relationship between Treasury and Policy Board and the various departmental policy branches throughout government. The line departments focus on their own specific and often technical issues, while the central agencies provide a government-wide perspective and corporate coordination.

At the same time, more and more intergovernmental issues are horizontal in nature, that is, their solution requires input and action from more than one department. Frequently, the Federal Government considers that certain issues transcend jurisdiction, and seeks a solution involving not only several departments, but also more than one order of government. Intergovernmental Affairs is then called upon to coordinate these "residual" or "orphan" files, which do not fall neatly into any single line department's area of responsibility. Furthermore, fiscal constraint in some line departments may require Intergovernmental Affairs to take a more active role in intergovernmental negotiations on technical issues.

Ensuring that Intergovernmental Affairs and line departments are aware of each other's initiatives can complement and reinforce each other in dealings with other governments, whether Federal, Provincial, Territorial or international, is a continuing challenge. New committee structures and other interdepartmental fora, along with new staff responsibilities in Intergovernmental Affairs are being introduced to aid in the identification of priority issues and the development of corporate approaches to other governments.

Intergovernmental Affairs staff complement is still one of the smaller among IGA offices in Canada, and our resources will be stretched to fulfil their mandated analytical, intelligence-gathering, and negotiating objectives and additional responsibilities. These pressures can be resolved, however, through close collaboration with line departments and agencies, clearer definition of intergovernmental roles and priorities, and a stress on effective information exchange and coordinated communications about intergovernmental matters by all departments and agencies.

Protocol Office

The Protocol Office plays an integral role in setting the scene for Nova Scotia's intergovernmental and international strategy. The Office manages the logistics for all government sponsored conferences, meetings, official visits of diplomats and dignitaries, including Members of the Royal Family. It promotes Nova Scotia businesses, artisans and culture through government-sponsored events and government gift bank.

The Office plays a significant advisory role within the public service and to the private sector. In particular, the office provides advice and assistance to the offices of the Lieutenant Governor, the Premier, the Speaker, Members of the Executive Council, the Mayors and to the public. The office administers the Premier's Certificate Program, the Order of Nova Scotia, and the Government Gift Bank Program.

Strategic Goals

These are the goals of the agency responsible for intergovernmental relations which by their nature support and advance the government's priorities of: *Health care - better, faster health care and Healthier Nova Scotians; Learning is succeeding; Building Greater Prosperity; Fiscal responsibility and accountability; and, Protecting what Nova Scotians value.*

1. Preserving and promoting the interests of Nova Scotia in its relations and negotiations with other governments in Canada and abroad.

2. Promoting and fostering cooperation between the Provinces of Atlantic Canada in development of policy and delivery of services.

3. Providing accurate and timely information in regard to the policies and initiatives of other governments that affect Nova Scotia to decision-makers responsible for advancing the government's core priorities.

Core Business Areas

1. Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

2. Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

3. Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

4. Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Priorities

Core Business:

Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

Key functions which relate to this Core Business area are:

- Through consultation with line departments, promote the identification of intergovernmental priorities and of opportunities for Federal-Provincial and interprovincial cooperation.
- Gather intelligence and develop central agency expertise by monitoring Federal and other Provincial developments to ensure that the Nova Scotia government can act in a proactive fashion.
- Provide strategic policy advice and support to the Premier and other Ministers as they advance Nova Scotia's priority agenda at First Ministers' Meetings, Annual Premiers' Conferences and other key intergovernmental meetings.
- Coordinate the development of this Province's intergovernmental and negotiating positions, and provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments.

Priorities - Priority activities within these functions for 2005-06 are:

- Introduce new committee structures and other interdepartmental fora to aid in the identification of priority issues and the development of corporate approaches to other governments.
- Assist the Department of Education in negotiating and coordinating departmental input for new Labour Market agreements.
- Support Acadian Affairs in the negotiation of Federal support for implementation of French language services in Nova Scotia in accordance with the provisions of Bill 111.
- Continue to provide transitional support to the Office of Immigration on intergovernmental activities.
- Work with the Departments of Service Nova Scotia and Municipal Relations and Transportation and Public Works on maximizing benefits to Nova Scotia from Federal infrastructure programs funded from the Federal fuel tax.
- Support the Departments of Environment and of Labour and Energy in completion of a Federal-Provincial agreement on law reform for offshore petroleum worker health and safety.
- Support the Deputy Minister's Climate Change Steering Committee and assist the Department of Energy in coordinating departmental action on climate change.
- Negotiate outstanding issues relating to a Federal-Provincial arrangement for environmental protection and oversight of activity on Sable Island.
- Coordinate implementation of the Council of the Federation workplan, particularly in the promotion of a Provincial-Territorial agreement on mutual assistance in emergencies.

- Develop a comprehensive database of federal spending across Canada and undertake analyses to support Federal-Provincial negotiations.
- Support the Office of Economic Development in the development and implementation of a corporate Community Development Policy, and the roll-out of the Province's *Brand* initiative.
- Support the Department of Tourism, Culture and Heritage in the development of a Multiculturalism strategy.
- Lead in the creation of a coordinated and stronger corporate capacity to effectively and pro-actively promote Nova Scotia's interests in the military.
- Participate in committees or discussions where central agency support and involvement is useful in terms of linkages, coordination, and common messaging.

Core Business:

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

Key functions which relate to this Core Business area are:

- Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for Premiers' approval.
- Coordinate the development and implementation of the second Atlantic Action Plan and continue to identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians, and work with Atlantic officials to develop program proposals for Premiers' approval.
- Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers (CAP), and of the New England Governors and Eastern Canadian Premiers.

Priorities - Priority activities within these functions for 2005-06 are:

- Support Nova Scotia Business Inc. with the Team Atlantic Trade Mission to Chicago, IL.
- Brief and advise the Premier for and during meetings of the Council of Atlantic Premiers (CAP).
- Participate in the CAP Communications Working Group in the planning of a second advocacy and outreach mission by Atlantic Premiers.
- Brief and advise the Premier for and during the annual Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP).
- Support the Speaker's Office, Nova Scotia House of Assembly, in the planning and hosting of the Executive Committee of the Council of State Governments (CSG).
- Work with Office of Economic Development and the other Atlantic provinces in the development of a regional economic development proposal.
- In addition to the ongoing softwood lumber advocacy, support or coordinate regional efforts to ensure Atlantic interests in sectors such as shipbuilding and fisheries are protected and advanced as the federal government pursues bilateral trade negotiations.
- Maximize convergence of Atlantic positions regarding World Trade Organization (WTO) negotiations, particularly as these impact on services, agri-food, and other sectors.

- Collaborate regionally on Council of Federation initiatives.

Core Business:

Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

Key functions which relate to this Core Business area are:

- Ensure that Nova Scotia's interests are fairly considered in the development of solutions to transborder irritants, security and other issues.
- Support Nova Scotia's trade and investment strategies ensuring that Nova Scotia departments and agencies are kept abreast of international ideas, trends and multilateral obligations, and of information gathered from international organizations.
- Co-arrange/manage high level diplomatic and trade/investment promotion visits and missions, and ensure that the Premier is fully briefed to participate in them and for visits from foreign dignitaries.
- For incoming and outgoing trade and related missions, ensure that Nova Scotia Government officials are aware of, and briefed on, international protocol and cultural and political issues.
- Provide administrative support to the Order of Nova Scotia program.
- Represent Nova Scotia's interests and positions, ensuring that these are known by various governments including foreign representatives accredited to Canada.

Priorities - Priority activities within these functions for 2005-06 are:

- Develop an international framework that can advance Nova Scotia's international interests and maximize opportunities.
- Develop and renew linkages with new US and Canadian Ambassadors posted to Washington, DC and Ottawa respectively.
- Collaborate with other governments in improving and expanding advocacy activities in the US, including a working relationship with the new Provincial-Territorial advocacy secretariat at the Canadian Embassy in Washington, DC.
- Promote Nova Scotia's interests through the development of a coordinated Provincial response to the Tsunami disaster in South East Asia.
- Continue to represent the Province on the Softwood lumber dispute, coordinating with the Department of Natural Resources, the Maritime Lumber Bureau (MLB), and Atlantic representatives as litigation and negotiations unfold.
- Ensure Nova Scotia's interests respecting Canada-US Relations are advanced on bilateral issues such as border security developments and steps to improve border infrastructure.
- Lead the Province's participation in the Council of the Federation international relations, US relations and internal trade workplan(s).
- Monitor ongoing World Trade Organization (WTO) negotiations and consult stakeholders as appropriate on any emerging or renewed bilateral/regional trade negotiations (e.g. European Free Trade Agreement (EFTA), Central American 4, Singapore and Korea) which potentially affect Nova Scotia. Identify any concerns and interests for representation at the appropriate levels.

- Raise awareness of the importance of hospitality to visiting foreign representatives who are important to the business and cultural communities of Nova Scotia, as a means of raising the Province's profile in international relations and of keeping the province on an even playing field with other Provinces.
- Ensure that international protocol cultural and political issues are made known to all relevant government officials during incoming and outgoing trade and related missions abroad.

Core Business:

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Key functions which relate to this Core Business area are:

- Ensure that the Nova Scotian perspective is considered in external forums like First Ministers' Meetings, the Council of the Federation, the Council of Atlantic Premiers and the New England Governors' and Eastern Canadian Premiers' Conference, through collaborative work on the agenda and conference documents and ongoing exchange of information with officials in other governments.
- Ensure that the Nova Scotian perspective is considered in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies and departments in Ottawa and in the Atlantic region (e.g., Atlantic Canada Opportunities Agency, Department of Foreign Affairs).
- Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions.
- Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments and Intergovernmental Affairs activities.
- Provide ministers and agencies with advice and support regarding trade agreements, negotiations and disputes.

Priorities - Priority activities within these functions for 2005-06 are:

- Work with Finance to monitor, and to develop Nova Scotia's positions with respect to, the proposed Council of the Federation Advisory Panel on Fiscal Imbalance, the Federal Panel on Equalization, and the Finance Committee of the House of Commons's Subcommittee on Fiscal Imbalance.
- Develop a communications plan to improve communications links and resources for the intergovernmental community within Nova Scotia.
- Establish an interdepartmental committee of senior officials to meet regularly to discuss government-wide and departmental priorities and develop policies.
- Monitor developments related to democratic reform initiatives in Canada.

Budget Context

INTERGOVERNMENTAL AFFAIRS	2004-05	2005-06
	Forecast (000's)	Budget (000's)
Total Program Expenses - Gross Current	$1,936	$2,287
Net Program Expenses - Net of Recoveries	$1,768	$2,187
Salaries and Benefits	$1,188	$1,316
Funded Staff (FTE's)	17.0	18.6

Financial Management

See budget context on page 14.

Human Resources

Occupational Health and Safety

Intergovernmental Affairs has selected an Occupational Health and Safety representative for 2005-06 and two staff members have received training in emergency first aid. The Department's representative will receive training in Workplace Inspection and will update the Intergovernmental Affairs inspection performed in 2003.

Affirmative Action/Valuing Diversity

Intergovernmental Affairs will implement and monitor the effectiveness of its new Affirmative Action Plan. It is the Department's intention that this will be a living document with an assessment completed at the close of each year to determine possible changes to increase Plan's effectiveness and impact.

Bilingual/French Language Services

Intergovernmental Affairs is committed to more effectively employing its resident capacity for working in French (currently the second highest in government, at around 18%) to leverage its intergovernmental relationships and intelligence gathering abilities. In this regard, the Department will continue to invest in building this human resource capacity and keeping it current.

Responses to Employee Survey/Opinion

Intergovernmental Affairs has initiated a series of staff discussions based on the government wide employee survey/opinion results to identify and prioritize employment issues that relate to IGA. For matters that fall within the control of the Department, action either to correct the problem or to enhance the Department's performance will be identified and reported on subsequent Accountability Reports.

Performance Review

Intergovernmental Affairs has implemented Performance Review procedures further to government standards, including learning plans for each staff member.

Information Technology

Intergovernmental Affairs has developed an equipment replacement schedule for its information technology hardware. This will be implemented to ensure electronic infrastructure is as close to state of the art as possible.

Communications

Intergovernmental Affairs has begun planning and developing communications initiatives to help increase awareness and understanding of the Province's position on key intergovernmental issues.

This includes an intranet site to support the corporate intergovernmental community by providing a communications link for intergovernmental staff within the department and across government.

In addition, corporate intergovernmental messages will be shared with departments to ensure that the province of Nova Scotia is delivering a consistent message about its key intergovernmental priorities, particularly in federal provincial discussions.

Outcome/Performance Measures

Accomplishments

The following represents an overview of the Premier's intergovernmental accomplishments that were facilitated by Intergovernmental Affairs in 2004-05:

Offshore Agreement with the Federal government

Four years after the beginning of the Campaign for Fairness, Nova Scotia and Canada reached an agreement that permits the Province to retain 100% of the revenues from offshore petroleum development. These revenues will be applied directly to the debt, thus freeing substantial funds every year for programs such as health, education and infrastructure.

First Ministers' Meetings

During the fall of 2004 there were two productive First Ministers' Meetings which went a considerable way towards addressing Nova Scotia's and other Provinces' concerns regarding funding for health care and Equalization. The meeting on health care held on September 14-16 will result in the transfer to Nova Scotia of $1.2-billion over the next 10 years. In 2004-05, Nova Scotia will receive $1.321-billion in Equalization entitlements. This is $118.6-million more than the Province had estimated in its 2004-05 budget and is a result of the meeting on Equalization of October 25-26. In 2005-06, the Province will receive $1.344-billion in Equalization entitlements.

Announcement of the establishment of US Customs and Preclearance facilities at Halifax International Airport

On December 17, 2004, US Secretary of Homeland Security Tom Ridge and Canadian Deputy Prime Minister Anne McLellan announced that US Customs and Pre-clearance facilities would be established at Halifax International Airport (HIA) as soon as the construction of the necessary infrastructure is completed.

Over the course of a number of years, Intergovernmental Affairs provided strategic advice to the Department of Transportation and Public Works and HIA. In particular, Intergovernmental Affairs facilitated contact with key US stakeholders in Ottawa, Maine and Washington, DC.

Roll-out of the new Provincial Immigration Strategy

Culmination of a two-year interdepartmental effort led by a Deputy Ministers' committee chaired by Intergovernmental Affairs and supported in part by Intergovernmental Affairs staff contributions in the form of research, advice and strategic process support.

Sable Island

Intergovernmental Affairs has spearheaded a multi-year corporate effort to encourage federal commitment for both protection for, and human presence on, Sable Island. In January 2005 the federal government announced its commitment to maintaining a human presence and agreed to

resume direct operation of the Sable Island Station. Stakeholders praised the Province, which was acknowledged to have influenced this result.

Economic Development Funds

As a result of an intergovernmental initiative led by Intergovernmental Affairs in collaboration with other interested Nova Scotia departments and agencies, the Government has been equipped to consider suitable timing for participation in a Citizenship and Immigration Canada program providing low cost investor funds for economic development and job creation.

Visit to Halifax of George W. Bush, President of the United States of America

The Protocol Office collaborated with the Office of the Prime Minister and Department of Foreign Affairs Canada in organizing, in just three weeks, the first visit to Nova Scotia by George W. Bush, President of the United States of America. The visit, held on December 1, 2004, was attended by all Atlantic Premiers and was a great success. Nova Scotia's profile was greatly enhanced as a result of this visit.

The lead taken by the Nova Scotia Protocol Office enhanced intergovernmental relations with the other Atlantic Provinces, the Federal Government and the Consulate General of the United States.

Performance Measures

To assess the extent to which Nova Scotia's interests are being advanced in a consistent and effective manner in all of this Province's relations with other governments, Intergovernmental Affairs has developed specific outcome measures. While the measures specifically relate to the core businesses of Intergovernmental Affairs, they also serve as qualitative or quantitative measures of performance within three broad outcome areas:

1. The development of an enhanced understanding and acceptance, in this government and among other governments, of Nova Scotia's priority interests and positions in intergovernmental matters;

2. Interdepartmental coordination to ensure a corporate, priority-based, approach to Federal-Provincial/Territorial issues, especially where they cut across several departments' responsibilities; *and,*

3. Ensuring that intergovernmental negotiations are conducted according to the corporate priorities of the Government of Nova Scotia and on the basis of thorough knowledge of the issues involved and of the interests and positions of other governments.

It should be noted, however, that it is not always possible to control the outcomes of activities which involve either negotiations or delivery by line departments. Nor is it possible to predetermine the performance measures for the many substantive national and international issues that will surface over the course of the year that have yet to come to our attention, and that tend to occupy so much of the IGA calendar. For these reasons, many activities of Intergovernmental Affairs are not directly quantifiable.

That said, Intergovernmental Affairs makes a concerted effort each year to review its performance by collecting feedback from our clients in Nova Scotia departments and agencies that we deal with, gauging performance and making continuous improvements to its operations. The performance review process is facilitated by the analysis of the our annual Departmental/Agency Satisfaction Survey, and the key results are reported in our annual Business Plan.

Performance Report, 2004-2005

In order to complete Intergovernmental Affairs's annual business planning cycle, the following comparative performance report summary has been prepared. The report is based on a February 2005 survey to 145 departmental and agency contacts who had significant interaction with Intergovernmental Affairs over 2004-2005. The results presented are based on the views of 64 respondents from 26 departments and agencies and are considered to be representative of the audiences Intergovernmental Affairs strives to serve and work with.

The survey results (*see table below*) measure how Intergovernmental Affairs has performed relative to its four core goals for 2004-2005. The results indicate that since the 2003-2004 Survey, Intergovernmental Affairs has made significant progress in achieving its goals and building relationships with departments/agencies it consistently interacts with. Intergovernmental Affairs has

surpassed all of its targets for 2004-2005. On a year-over-year basis, Intergovernmental Affairs showed improvement in all goal areas except with respect to the perception the department played a role in expanding Nova Scotia's international linkages. This percentage in 2004-2005 was somewhat lower than the previous year. It was, however, significantly higher than the target.

Of note, in 2004-2005 the overall satisfaction score surpassed Intergovernmental Affairs' target and climbed twelve basis points over the previous year, to 86%. This obviously reflects well on the Department's efforts over the past year, and serves to reinforce the need to continuously improve its services and effectiveness, and maintain high operating standards.

Key Performance Results

Goal	Base Year Measure 2003-2004	Target 2004-2005	Survey 2004-2005	Target 2005-2006
Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.	92% of clients indicated that IGA had been successful in communicating NS key positions relative to intergovernmental issues.	75%	**97%**	90%
Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services.	94% of clients said IGA had been instrumental in building regional alliances.	80%	**94%**	90%
Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.	94% of clients said IGA had been instrumental in building regional alliances.	55%	**82%**	90%
Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.	74% of client departments indicated that IGA was meeting their needs overall.	80%	**86%**	90%

Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

Outcome	Measure	Data	Benchmark	Target 05-06	Strategies to achieve the target
The focus on, and current understanding of, corporate positions and priorities relative to intergovernmental issues and negotiation by appropriate line departments, federal departments, and international organizations.	Degree of improvement in the level of awareness of corporate priorities across the government. Increased awareness of Intergovernmental issues. Satisfaction with intelligence-gathering.	Survey based Increased awareness of Intergovernmental issues.	92% of clients indicated that Intergovernmental Affairs had been successful in communicating NS key positions relative to intergovernmental issues.	90%	• Introduce new committee structures and other interdepartmental fora to aid in the identification of priority issues and the development of corporate approaches to other governments. • Assist the Department of Education in negotiating and coordinating departmental input for new Labour Market Agreements. • Support Acadian Affairs in the negotiation of Federal support for French language services in Nova Scotia in accordance with the provisions of Bill 111. • Continue to provide transitional support to the Office of Immigration on intergovernmental activities. • Work with the Departments of Service Nova Scotia and Municipal Relations and Transportation and Public Works on maximizing benefits to Nova Scotia from Federal infrastructure programs funded from the Federal fuel tax. • Support the Departments of Environment and Labour and Energy in completion of a Federal-Provincial agreement on law reform for offshore petroleum worker health and safety. • Support the Deputy Minister's Climate Change Steering Committee and assist the Department of Energy in coordinating departmental action on climate change. • Negotiation of outstanding issues relating to a Federal-Provincial arrangement for environmental protection and oversight of activity on Sable Island. • Coordinate implementation of the Council of the Federation workplan, particularly in the promotion of a Provincial-Territorial agreement on mutual assistance in emergencies.

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the Target
Stronger regional cooperation.	Assistance of Intergovernmental Affairs in developing regional alliances and initiatives that cut across multiple departments or influence or impact corporate priorities.	Survey based. Negotiation and completion of bilateral and multilateral agreements with Atlantic Provinces that result in common program or service delivery, or other cooperative ventures.	94% of clients said IGA had been instrumental in building regional alliances.	90%	• Support Nova Scotia Business Inc. with the Team Atlantic Trade Mission to Chicago, IL. • Brief and advise the Premier for and during meetings of the Council of Atlantic Premiers (CAP). • Participate in the CAP Communications Working Group in the planning of a second advocacy and outreach mission by Atlantic Premiers. • Brief and advise the Premier during for and during the annual Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP). • Support the Speaker's Office, Nova Scotia House of Assembly, in the planning and hosting of the Executive Committee of the Council of State Governments (CSG). • Work with Office of Economic Development and the other Atlantic provinces in the development of a regional economic development proposal. • In addition to the ongoing softwood lumber advocacy, support or coordinate regional efforts to ensure Atlantic interests in sectors such as shipbuilding and fisheries are protected and advanced as the federal government pursues bilateral trade negotiations. • Maximize convergence of Atlantic positions regarding World Trade Organization (WTO) negotiations, particularly as these impact on services, agri-food, and other sectors. • Collaborate regionally on Council of Federation initiatives.

Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
Improved international linkages with international business and government contacts.	The percent of departments actively assisted by Intergovernmental Affairs in the development of international business and government contacts.	Survey based. Development of more international contacts.	90% of clients indicated that Intergovernmental Affairs played a role in expanding Nova Scotia's international linkages.	90%	• Develop an international framework that can advance Nova Scotia's international interests and maximize opportunities. • Develop and renew linkages with new US and Canadian Ambassadors posted to Washington, DC and Ottawa respectively. • Collaborate with other governments in improving and expanding advocacy activities in the US, including a working relationship with the new Provincial-Territorial advocacy secretariat at the Canadian Embassy in Washington, DC. • Promote Nova Scotia's interests through the development of a coordinated Provincial response to the Tsunami disaster in South East Asia. • Continue to represent the Province on the Softwood lumber dispute, coordinating with the Department of Natural Resources, the Maritime Lumber Bureau (MLB), and Atlantic representatives as litigation and negotiations unfold. • Ensure Nova Scotia's interests respecting Canada-US Relations are advanced on bilateral issues such as border security developments and steps to improve border infrastructure. • Lead the Province's participation in the Council of the Federation international relations, US relations and internal trade workplan (s).

Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
Improved international linkages with international business and government contacts.	The percent of departments actively assisted by Intergovernmental Affairs in the development of international business and government contacts.	Survey based. Development of more international contacts.	90% of clients indicated that IGA played a role in expanding Nova Scotia's international linkages.	90%	• Monitor ongoing World Trade Organization (WTO) negotiations and consult stakeholders as appropriate on any emerging or renewed bilateral/regional trade negotiations (e.g. European Free Trade Agreement (EFTA), Central American, Singapore and Korea) which potentially affect Nova Scotia. Identify any concerns and interests for representation at the appropriate levels. • Raise awareness of the importance of hospitality to visiting foreign representatives who are important to the business and cultural communities of Nova Scotia, as a means of raising the Province's profile in international relations and keeping the Province on an even playing field with other Provinces. • Ensure that international protocol cultural and political issues are made known to all relevant government officials during incoming and outgoing trade and related missions abroad.

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of the Province's position relative to key intergovernmental issues.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
Greater awareness and understanding of Nova Scotia's intergovernmental procedures, policies, practices and positions.	Level at which line agency information requirements are being met by Intergovernmental Affairs respecting key intergovernmental contacts and positions of other jurisdictions.	Survey based. Enhanced line department understanding of sister agency interests and positions adopted by other jurisdictions on key intergovernmental issues.	74% of client departments indicated that IGA was meeting their needs overall.	90%	• Work with Finance to monitor, and to develop Nova Scotia's positions with respect to, the proposed Council of the Federation Advisory Panel on Fiscal Imbalance, the Federal Panel on Equalization, and the Finance Committee of the House of Commons's Subcommittee on Fiscal Imbalance. • Develop a communications plan to improve communications links and resources for the intergovernmental community within Nova Scotia. • Establish an interdepartmental committee of senior officials to meet regularly to discuss government-wide and departmental priorities and develop policies. • Monitor developments related to democratic reform initiatives in Canada.